TRICARE Regional Appointment Standardization Business Rules Training Seminar

Measurement Tools
(Block 3)

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Agenda

TRICARE Management Activity

- What measures are important to improve access?
- What measures are the bosses looking at?
- What measures are available on the TRICARE Operations web-site?
- What to look for to see if your MTF is improving?
- Can we game these measures?
- Pitfalls of gaming

What measures are important?

TRICARE Management Activity

- In the Appointment Standardization Commander's Guide to Access Success Appendix F there are several.
- They look at effectiveness, efficiency, of the appointment system
- Most are not automated
- May assist tiger teams as they convert to the standardized system of appointing

What measures are important?

TRICARE Management Activity

- Appointment Standardization Commander's Guide to Access Success Appendix F recommends these:
  - Number of beneficiaries served compared to planned appointments
  - Number of times requests for acute, routine, specialty, and wellness service were provided inside of the access to care standards
  - Number of appointments available to the MCS Contractor and the MTF and number and percent of visits booked by the MTF and MCS Contractor

What measures are important?

TRICARE Management Activity

- Appointment Standardization Commander's Guide to Access Success Appendix F recommends these:
  - Number and percentage of unused appointments compared to available appointments
  - Number of patients referred to the MCS Contractor network for not meeting access standards
  - Number of Emergency Room visits in the MTF and the network
  - Number of unscheduled visits/walk-ins at the MTF

What measures are important?

TRICARE Management Activity

- Appointment Standardization Commander's Guide to Access Success Appendix F recommends these:
  - Number and percentage of mis-booked appointments compared to total appointments booked
  - Number and percentage of no shows compared to the total appointments
  - Number and percentage of cancellations compared to the total number appointments
  - Number and percentage of refused appointments compared to the total number of appointments

What measures are the Bosses looking at?

TRICARE Management Activity

- Congress:
  - Are 90 percent our beneficiaries getting to their appointments at the appropriate time for Acute, Routine, Specialty and Wellness Services?
  - Are 90 percent of our beneficiaries satisfied with their care?
  - Is the DoD paying for services from a contractor to make appointments and then not using these services?

What measures are the Bosses looking at?

TRICARE Management Activity

- Defense Medical Oversight Council (DMOC):
  - Total cost of appointment operations
  - Cost per appointment
  - Number of MTF personnel employed making appointments
  - Number of MCS Contractor personnel employed making appointments
  - Percentage of appointments booked by the contractor and by MTF personnel
  - Number of MTF personnel let go after a contractor was hired to make appointments

What measures are the Bosses looking at?

- Air Force: MTF Standard Appointment Type Utilization Report
- Army: Health Care Access Model
- Navy: MTF Standard Appointment Type Utilization Report

What measures are the Bosses looking at?

TRICARE Management Activity

- TMA:
  - Managed Care Program (MCP) Utilization Summary Report
  - MTF Standardized Appointment Type Utilization Report
  - MHS Standardized Appointment Type Utilization Report
  - The Template Analysis Tool
  - The MEPRS 3 Standard Appointment Type Utilization Report

MCP Utilization Summary Report

TRICARE Management Activity

- Purpose: Provides an MTF-level management tool to evaluate the degree of utilization of the Managed Care Program in CHCS
- Data Source: CHCS host. Produced Monthly
- Who Produces: TRICARE Operations Center
- Reporting Channels: http://www.tricare.osd.mil/tools

FACILITY		MCP APPTS	PAS APPTS	% MCP APPTS
Fort Sample MEDDAC	A	98	2	97-100
Anywhere NH	N	96	4	90-96
133rd Med Group	F	17	83	0-89

MCP Utilization Summary Report Region 9

TRICARE Management Activity

Parent DMIS	Child DMIS	Name	Week Ending	MCP/HCF Count	PAS Count	%MCP
18	18	30th MED GRP-VANDENBERG	05-May-01	651	184	77.96%
19	19	95th MED GRP-EDWARDS	05-May-01	805	446	64.35%
24	24	NH CAMP PENDLETON	05-May-01	6379	0	100.00%
24	208	BRMCL MCB CAMP PENDLETON	05-May-01	441	0	100.00%
24	209	NBMC BARSTOW	05-May-01	35	0	100.00%
24	210	BRMCL EDSON RANGE ANNEX	05-May-01	299	0	100.00%
24	269	NBMC YUMA	05-May-01	446	0	100.00%
24	1657	BRMCL CAMP DELMAR MCB	05-May-01	80	0	100.00%
24	1659	BRMCL SAN ONOFRE MCB	05-May-01	200	0	100.00%
24	1975	BRMCL CORCEN MCB	05-May-01	99	0	100.00%
24	6216	TRICARE OUTPATIENT-OCEANSIDE	05-May-01	827	0	100.00%
26	26	NACC PORT HUENEME	05-May-01	1469	0	100.00%
26	217	BRMCL NAS POINT MUGU	05-May-01	272	0	100.00%
29	29	NMC SAN DIEGO	05-May-01	12202	95	99.23%

MCP Utilization Summary Report Region 9

TRICARE Management Activity

Parent DMIS	Child DMIS	Name	Week Ending	MCP/HCF Count	PAS Count	%MCP
29	230	NBMC MCRD SAN DIEGO	05-May-01	389	0	100.00%
29	231	NBMC NAS NORTH ISLAND	05-May-01	1306	0	100.00%
29	232	NBMC NAS MIRAMAR	05-May-01	1556	0	100.00%
29	233	NBMC CORONADO	05-May-01	118	0	100.00%
29	239	NBMC EL CENTRO	05-May-01	32	0	100.00%
29	407	NBMC NTC SAN DIEGO	05-May-01	2040	142	93.49%
29	701	NBMC NAVSTA SAN DIEGO	05-May-01	1641	0	100.00%
29	6207	TRICARE OUTPATIENT SAN DIEGO 1	05-May-01	1519	0	100.00%
29	6215	TRICARE OUTPATIENT SAN DIEGO 2	05-May-01	1768	0	100.00%
30	30	NH TWENTYNINE PALMS	05-May-01	1572	58	96.44%
30	212	BRMCL NAVWPNCEN CHINA LAKE	05-May-01	380	0	100.00%
131	131	WEED ACH-FT. IRWIN	05-May-01	1010	0	100.00%
131	206	YUMA PROVING GROUND AHC	05-May-01	31	0	100.00%
131	6031	COMMUNITY MENTAL HEALTH SERVIC	05-May-01	55	0	100.00%
248	248	61st MED SQUAD-LOS ANGELES	05-May-01	178	748	19.22%

MCP Utilization Summary Report
All TRICARE Regions

TRICARE Management Activity

REGION	%MCP
10	100.00
7	99.90
2	99.40
13	99.29
1	98.00
11	97.18
5	97.00
9	95.76
8	95.66
12	95.11
14	94.11
4	91.93
15	89.63
6	87.12
3	84.60

5 MAY 2001

MHS WIDE
94.52

MTF Standardized Appointment Types Utilization Report

TRICARE Management Activity

- Standard Appointment Types Utilization Percent =

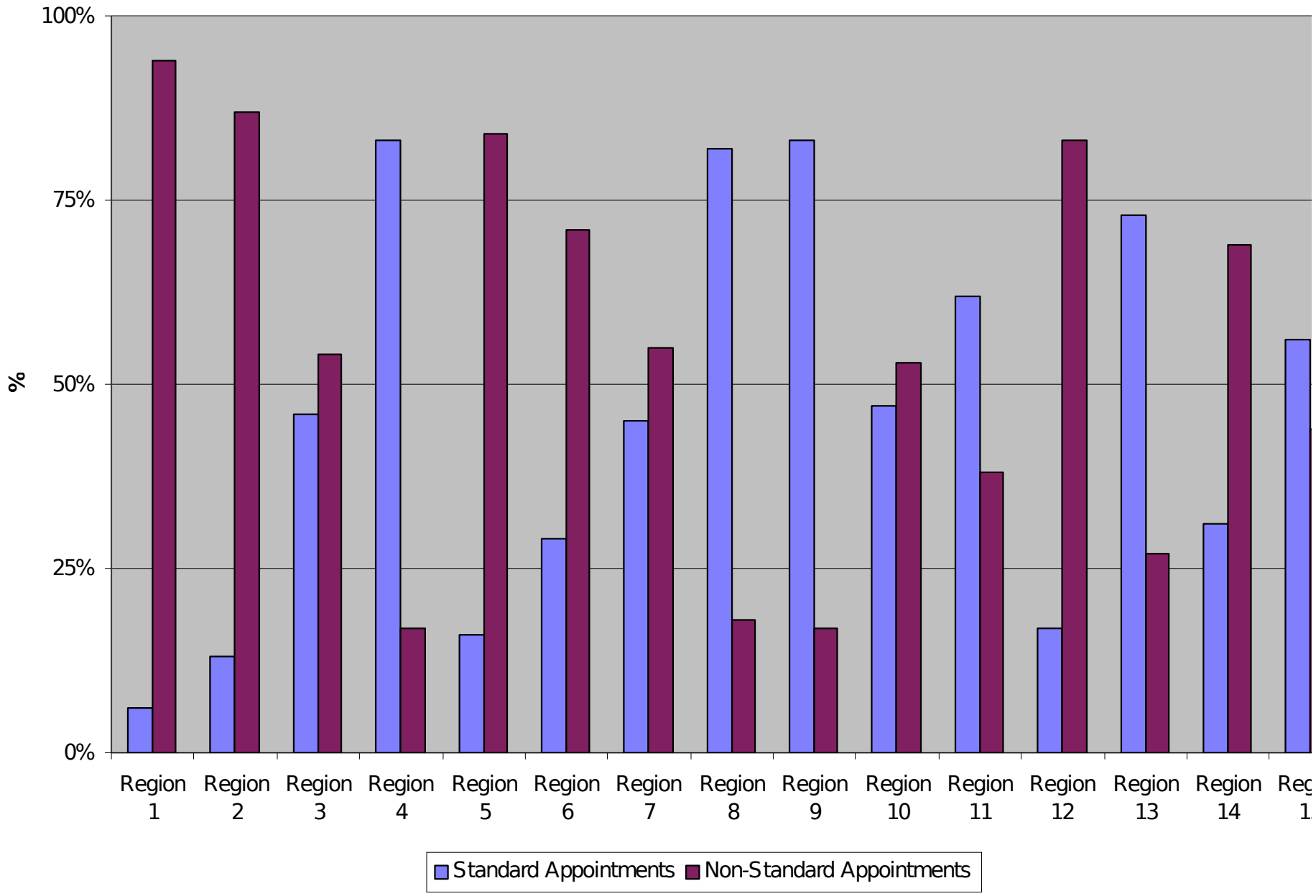
$$\frac{\text{Appointments Available Using the Standard Appointment Types}}{\text{Total Number of Appointments Available}}$$

- Purpose: To display the degree that MTFs are using the standard appointment types
- Goal: 90% of all MTF appointments available are one of the standard appointment types.
- Data Source: CHCS Host, Weekly Snap shot T+35
- Who Produces: TRICARE Operations Center
- Reporting Channels: On the TMA TOC web site

Where is Region 9 At?

TRICARE Management Activity

Parent DMIS	DMIS	DMIS Name	Start	End	Std Appt Type Count	Std Appt Slot Count	NonStd Appt Type Count	NonStd Appt Slot Count	% Std Appt Type Slots
18	18	30th MED GRP-VANDENBERG	09 May 01	13 Jun 01	7	2430	2	46	98%
19	19	95th MED GRP-EDWARDS	09 May 01	13 Jun 01	8	3945			100%
24	24	NH CAMP PENDLETON	09 May 01	13 Jun 01	10	24579	4	772	97%
26	26	NACC PORT HUENEME	09 May 01	13 Jun 01	8	5418			100%
29	29	NMC SAN DIEGO	09 May 01	13 Jun 01	8	108689	23	22466	83%
30	30	NH TWENTYNINE PALMS	09 May 01	13 Jun 01	9	6991			100%
131	131	WEED ACH-FT. IRWIN	09 May 01	13 Jun 01	6	3339			100%
131	206	YUMA PROVING GROUND AHC	09 May 01	31 May 01	6	247			100%
24	208	BRMCL MCB CAMP PENDLETON	09 May 01	13 Jun 01	6	1873			100%
24	209	NBMC BARSTOW	14 May 01	13 Jun 01	3	875			100%
24	210	BRMCL EDSON RANGE ANNEX	09 May 01	13 Jun 01	6	2191	1	190	92%
30	212	BRMCL NAVWPNCEN CHINA LAKE	09 May 01	01 Jun 01	5	939			100%
26	217	BRMCL NAS POINT MUGU	09 May 01	13 Jun 01	4	907			100%
29	230	NBMC MCRD SAN DIEGO	09 May 01	13 Jun 01	4	1371	3	324	81%
29	231	NBMC NAS NORTH ISLAND	09 May 01	13 Jun 01	5	2129	5	2143	50%


Standard Appointments as a % of Total Appointments
100%
75%
50%
25%
0%
%
Region 1
Region 2
Region 3
Region 4
Region 5
Region 6
Region 7
Region 8
Region 9
Region 10
Region 11
Region 12
Region 13
Region 14
Standard Appointments
Non-Standard Appointments

TRICARE Region Percentages

HSR	Data	Total	% Std Appt Type Slots
01	Sum of Std Appt Slot Count	17,425	
	Sum of NonStd Appt Slot Count	257,800	6%
02	Sum of Std Appt Slot Count	30,550	
	Sum of NonStd Appt Slot Count	201,507	13%
03	Sum of Std Appt Slot Count	94,165	
	Sum of NonStd Appt Slot Count	112,526	46%
04	Sum of Std Appt Slot Count	112,100	
	Sum of NonStd Appt Slot Count	22,756	83%
05	Sum of Std Appt Slot Count	19,591	
	Sum of NonStd Appt Slot Count	102,289	16%
06	Sum of Std Appt Slot Count	81,550	
	Sum of NonStd Appt Slot Count	196,166	29%
07	Sum of Std Appt Slot Count	46,101	
	Sum of NonStd Appt Slot Count	57,097	45%
08	Sum of Std Appt Slot Count	136,535	
	Sum of NonStd Appt Slot Count	29,148	82%

TRICARE Region Percentages

HSR	Data	Total	% Std Appt Type Slots
09	Sum of Std Appt Slot Count	197,628	
	Sum of NonStd Appt Slot Count	39,429	83%
10	Sum of Std Appt Slot Count	19,725	
	Sum of NonStd Appt Slot Count	22,535	47%
11	Sum of Std Appt Slot Count	72,889	
	Sum of NonStd Appt Slot Count	45,174	62%
12	Sum of Std Appt Slot Count	15,414	
	Sum of NonStd Appt Slot Count	75,270	17%
13	Sum of Std Appt Slot Count	116,947	
	Sum of NonStd Appt Slot Count	43,919	73%
14	Sum of Std Appt Slot Count	20,403	
	Sum of NonStd Appt Slot Count	45,599	31%
15	Sum of Std Appt Slot Count	5,547	
	Sum of NonStd Appt Slot Count	4,427	56%
Total Sum of Std Appt Slot Count		**986,570**	
Total Sum of NonStd Appt Slot Count		**1,255,642**	**44%**

MTF Standardized Appointment Types Utilization Report

TRICARE Management Activity

- A final word:
  - The Appointment Standardization Program Update which includes this data is sent out weekly through the TMA Program Office and the Director of TMA to the Deputy Surgeon's General
  - The Appointment Standardization Integrated Program Team is provided this data at the Regional Level on a weekly basis
  - You can view this data at: http://www.tricare.osd.mil/tools to see how your MTF is doing

MHS Standardized Appointment Types Utilization Report

TRICARE Management Activity

- Measures the usage of all appointment types in the schedule entity files of all CHCS hosts in the MHS
- Report is produced weekly by the TRICARE Operations Center
- The report reviews types of appointments located in the schedule entity file for 28 days prior (seen appointments) and 35days before (planned appointments) the day of the report
- It rank orders from top to bottom the number of current slots using each appointment type; maps it to a standard appointment type and gives the number of MTFs using the appointment type
- Allows for analysis of the magnitude of the problem of use of non-standard types of appointments across the MHS

MHS Standardized Appointment Types Utilization Report

TRICARE Management Activity

- Presently there are 2790 appointment slots in use during the 63 day report window
- The most popular appointment type has 311,152 slots in use at 178 MTFs and it is a standard appointment type
- At the 300th most used appointment type, there are 997 slots of that type in use at 3 MTFs
- At the 790th most used appointment type, there are 237slots of that type in use at 3 MTFs
- At the 1790th most used appointment type, there are 33 slots of that type in use at 1 MTF
- At the 2666 to 2790th most used appoint types, there are 1 slot of those types in use at 1 MTF

MHS Standardized Appointment Types Utilization Report

txtApptTypeCode	txtApptTypeName	txtAccessStdName	lngApptTypeCount	intDMISUserCount	bStdApptType
EST	(Std Appt)	Other	311152	178	TRUE
ROUT	Type)	Routine	289737	183	TRUE
ACUT	Type)	Acute	270348	147	TRUE
WELL	Appt Type)	Wellness	178003	181	TRUE
APV	Visit (Std)	Specialty	166715	28	TRUE
ROU	Routine	Routine	161187	125	FALSE
FU	FU APT	Other	125089	78	FALSE
NEW	NEW APPT	Routine	121443	171	FALSE
SDA	Appointment	Acute	113822	92	FALSE
SPEC	Appt)	Routine	111151	136	TRUE
FOL	FOLLOW UP	Other	88227	85	FALSE
PROC	Appt Type)	Specialty	85865	190	TRUE
ACUT$	MTF Book)	Acute	65931	55	TRUE
ACUTE	APPOINTMENT	Acute	65881	60	FALSE
ROUT$	Book)	Routine	64211	50	TRUE
!NW	ROUTINE	Routine	63086	27	FALSE
EST$	MTF Book)	Other	60874	60	TRUE
!AC	Acute	Acute	46759	21	FALSE
PROC$	MTF Book)	Specialty	45983	44	TRUE
WELL$	MTF Book)	Wellness	34680	48	TRUE

TRICARE
TRICARE Management Activity

Well Dave…Uh LTC Corey…
That's all well and good to use the MHS Stnd Appt Types Util Report,but what does a poor smuck like me have to see if the clinics have stopped using non-standard appointment types?

Template Analysis Tool

TRICARE Management Activity

- Purpose: Provides an MTF-level management tool to evaluate scheduling adequacy/sufficiency of a clinic's work plan (schedules/templates) of support TRICARE Prime access standards.
- 2 Views: A **prospective** or planned view of the number of appointments available by type and a **retrospective** or the executed view of what appointments were actually seen by type
- Data Source: CHCS host
- Who Produces: TRICARE Operations Center
- Reporting Channels: On the TMA TOC web site
  http://www.tricare.osd.mil/tools/

Template Analysis Tool

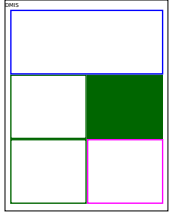
TRICARE Management Activity

- It provides a view of the non-standard appointments types being used in each clinic
- It is to the fouth level MEPRS code
- It is mapped to the access to care categories and the standard appointment types
- The TAT is downloaded daily
- They are the exact feeds that go to both the MTF and the MHS Standardized Appointment Types Utilization Reports

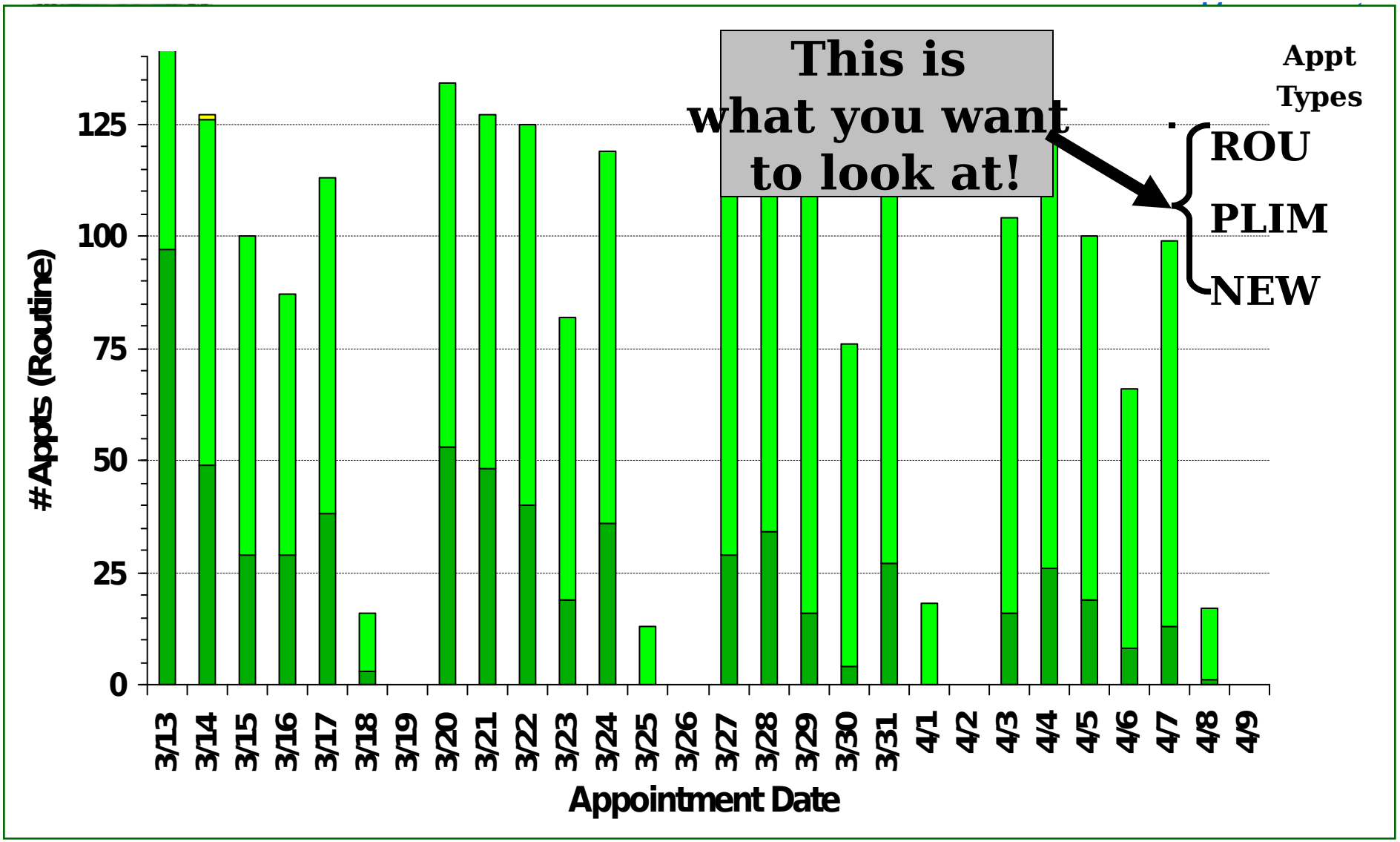
NNMC BETHESDA

DMISID: 67
MEPRS4: BHAA

PRIMARY CARE DEPT
Routine Appointments
(Next 4 Weeks)



TRICARE



MEPRS 3 Standardized Appointment Types Utilization Report

TRICARE Management Activity

- Measures the usage of all appointment types in the schedule entity files for the MTF at the clinic level
- Report is produced weekly by the TRICARE Operations Center
- The report reviews types of appointments located in the schedule entity file for ~ T+ 30 days on the day of the report
- It provides the clinic and the appointment type and how many slots it has allocated. Same data feed as the MTF Stnd Appt Ute Rpt.
- Allows for analysis of the magnitude of the problem for each clinic
- Will help to see if Appointment Standardization Business Rules are being followed
- URL: http//:www.tricare.osd.mil/tools

MEPRS 3 Standardized Appointment Types Utilization Report

TRICARE Management Activity

BOS	HSR	Int Cmd	Parent DMIS	Child DMIS	Name	MEPRS 3	Dept Name	Standard ?	Appt Type Code	MinApptDate	MaxApptDate	Slot Count
A	04	SEHSSA	1	1	REDSTONE	BAA	MEDICINE DEPT	TRUE	ACUT	01-Jun-01	13-Jun-01	14
A	04	SEHSSA	1	1	REDSTONE	BAA	MEDICINE DEPT	TRUE	ROUT	04-Jun-01	13-Jun-01	53
A	04	SEHSSA	1	1	REDSTONE	BAA	MEDICINE DEPT	TRUE	WELL	04-Jun-01	13-Jun-01	39
A	04	SEHSSA	1	1	REDSTONE	BAA	MEDICINE DEPT	FALSE	24HR	09-May-01	13-Jun-01	256
A	04	SEHSSA	1	1	REDSTONE	BAA	MEDICINE DEPT	FALSE	4WK	09-May-01	13-Jun-01	371
A	04	SEHSSA	1	1	REDSTONE	BAA	MEDICINE DEPT	FALSE	7DAY	09-May-01	13-Jun-01	289
A	04	SEHSSA	1	1	REDSTONE	BAA	MEDICINE DEPT	FALSE	PRO	06-Jun-01	06-Jun-01	6
A	04	SEHSSA	1	1	REDSTONE	BBA	SURGERY DEPT	FALSE	CON	14-May-01	31-May-01	50
A	04	SEHSSA	1	1	REDSTONE	BBA	SURGERY DEPT	FALSE	F/U	09-May-01	31-May-01	80
A	04	SEHSSA	1	1	REDSTONE	BBA	SURGERY DEPT	FALSE	PRO	09-May-01	30-May-01	34
A	04	SEHSSA	1	1	REDSTONE	BDA	PEDIATRIC DEPT	TRUE	ACUT	09-May-01	31-May-01	173
A	04	SEHSSA	1	1	REDSTONE	BDA	PEDIATRIC DEPT	TRUE	EST	09-May-01	31-May-01	99
A	04	SEHSSA	1	1	REDSTONE	BDA	PEDIATRIC DEPT	TRUE	ROUT	09-May-01	31-May-01	97
A	04	SEHSSA	1	1	REDSTONE	BDA	PEDIATRIC DEPT	TRUE	WELL	09-May-01	31-May-01	63
A	04	SEHSSA	1	1	REDSTONE	BFA	DEPT	FALSE	F/U	10-May-01	07-Jun-01	50

What to look for to see if your MTF is improving

TRICARE Management Activity

- Decreased no-show and cancellation rates
- Increased met rates on the ATC Summary Report for Acute, Routine, Specialty and Wellness services
- Decreased waiting times on the ATC Summary Report
- Decreased usage of appointments in the network to include ER and regular office visits
- Less unfilled appointments
- Increased percentages on the MTF Standardized Appointment Types Utilization Report

What to look for to see if your MTF is improving

TRICARE Management Activity

- Decreased numbers of appointment types on the MHS Standardized Appointment Types Utilization Report
  - If you don't see your type, you know you're doing good
- Decreased numbers of appointment types on the TAT and the MEPRS 3 Standard Appointment Types Utilization Report
- If your facility is selected as the first one to get web-appointing.

Can we game these measures?

(Or…how to look good…fast?)

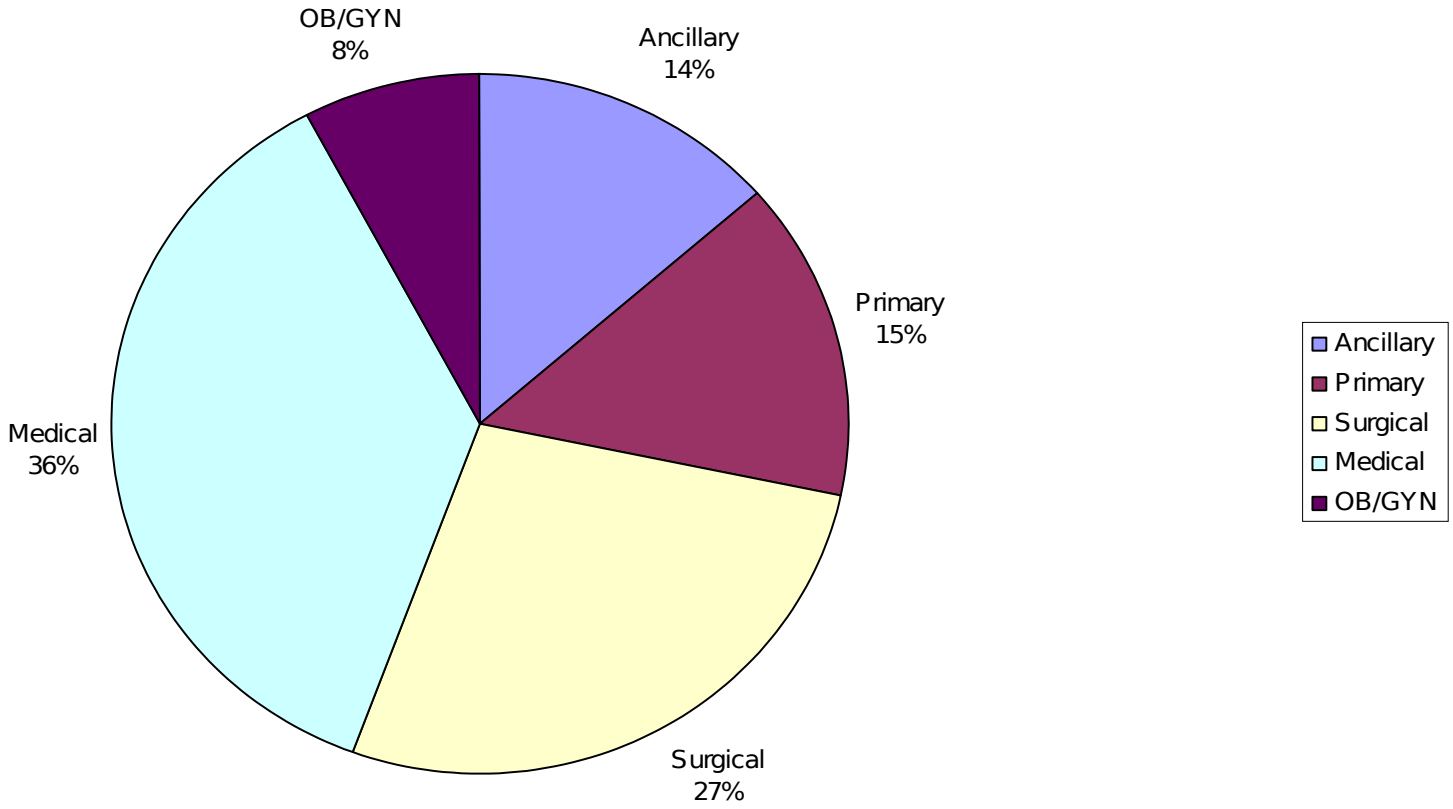
TRICARE Management Activity

- You can make marked improvement on converting high numbers of appointments you book using standard appointment types
- You need to look at those clinics where the majority of your appointments are booked and convert these clinics to the standardized methodology as soon as possible
- Use the TAT, Access Measurement Tool, World Wide Work Load Report, ADS to see the mix of primary care and specialty clinics and appointments

Landstuhl Regional Medical Center

TRICARE Management Activity

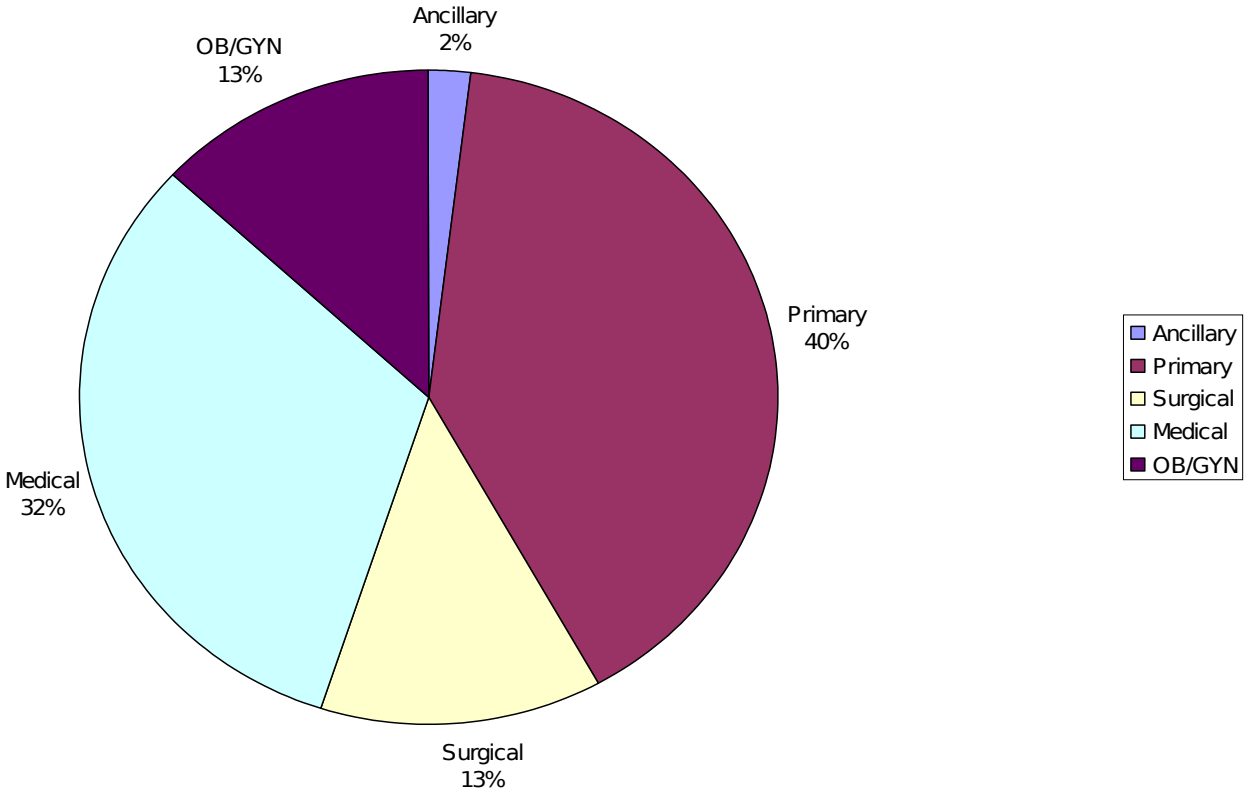
APPOINTMENTS BY SPECIALTY



Naval Hospital, Naples

APPOINTMENTS BY SPECIALTY

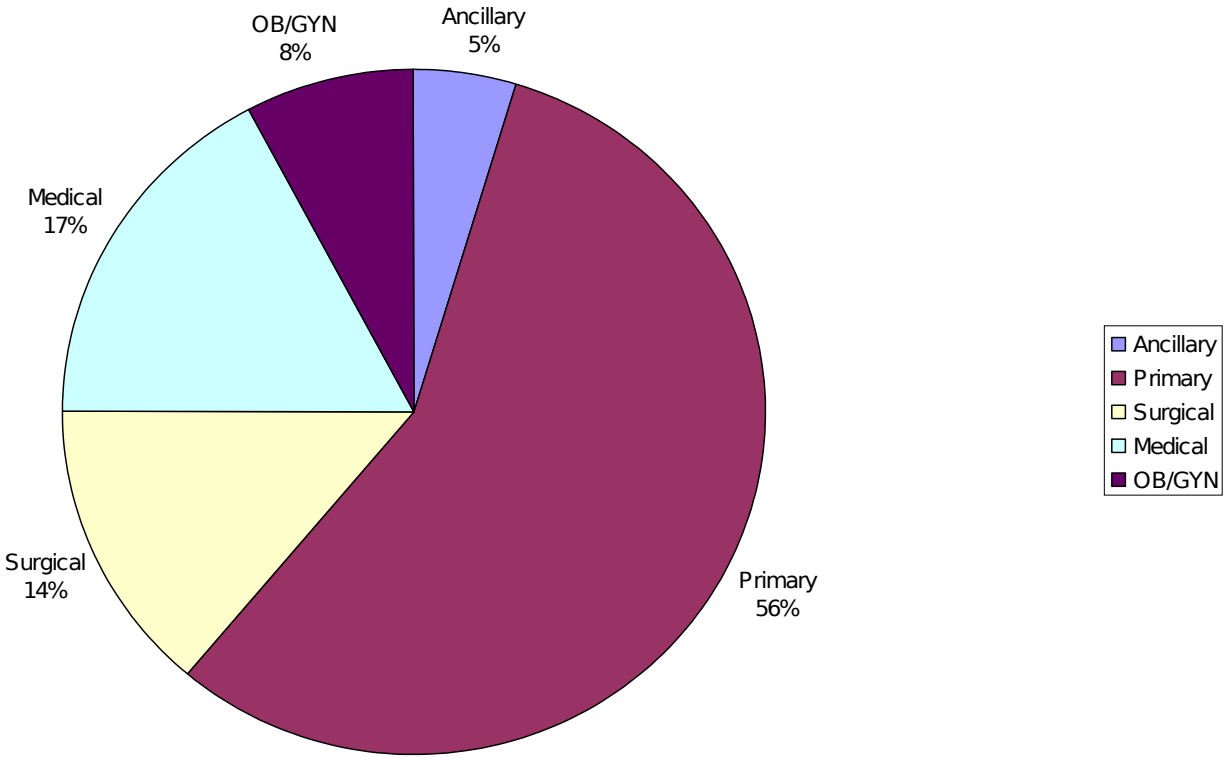
TRICARE Management Activity



48th Medical Group - Lakenheath

TRICARE Management Activity

APPOINTMENTS BY SPECIALTY



Pitfalls of Gaming

TRICARE Management Activity

- You want to make sure that your system is thoroughly analyzed prior to conversion for what types and detail codes you want to have for appointments. If you don't, the conversion software coming in October won't work

- **Don't standardize Willy-Nilly. Just don't put in standard appointment types for standard appointment types sake.**

- If you convert without personnel knowing the operational definitions of appointments, how these appointments are combined with slot comments, and the business rules, you won't have a standard system.

Questions…

and Don't Forget to Fill Out Your Surveys

Thank you!

TRICARE Management Activity